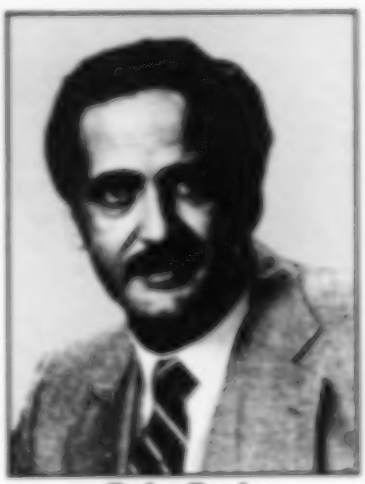
LODGING HOSPITALITY

THE PENTON/IPC MANAGEMENT MAGAZINE FOR HOTELS, MOTELS, RESORTS SEPTEMBER 1984

Jean Cohen
Sheraton

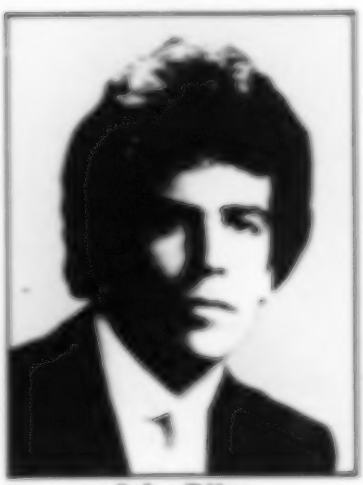
Michael Silberstein
Coleman

Susan Stogel
Trusthouse Forte



Pedro Prado
Registry

Brendan Ebbs
Quality Inns



John Rijos
High Country

Lodging's Rising Stars

LODGING HOSPITALITY
SEPTEMBER 1984 VOL. XL, NO. 9

The People Factor 38
Our annual report on people and their productivity takes on four different aspects this year:

- **Lodging's rising stars**

Who are the leaders of tomorrow? We conducted our own search for the men and women heading for management stardom, and emerged with 28 talented young achievers who are definitely "fast-trackers." Page 38.

- **1984 Lodging salary outlook**

Our first survey of management salaries show that 36 percent of the responding general managers expect to earn over $40,000 this year, and 66 percent of the assistant/resident managers anticipate salaries under $23,000. Page 54.

- **Training a sales rep: What to do**

Throwing new employees out on the street without proper training is an expensive gamble and can result in confusion and turnover. The initial training you give a sales rep sets the course for future performance. Page 58.

- **Schooling employees in career choices**

At the Sheraton Washington Hotel in Washington, DC., employees can get acquainted with other departments and skills in a special Night School offered twice each year. Page 60.

Tech report: In-room entertainment 64
A review of what's available for the increasing number of operators who are making guestrooms a profit center via the television set as well as an update on teleconferencing.

Shoppers guide to bathrooms 72
Let your fingers do the walking through our handy guide to find out about the bathroom products and services on the market, then take a look at the Amway Grand Plaza's sparkling new bathrooms.

Turning fitness into profit 82
In the heart of the New York high-rent district, within blocks of Central Park and Fifth Avenue, builder Jack Parker constructed a prize-winning and profit-making fitness center in the Parker Meridien.

Economic outlook 6
A concise update of the latest trends in the economy and how they affect the lodging industry.

Lodging today 8
Quality Inns breaks into the all-suite hotel battle with a segmented approach, another new idea from Bob Hazard...Reliance acquires Days Inns...and more news.

Brener on finance 26
Financial editor Stephen Brener talks about the "true economic life" of a hotel. He says viability rests on location, location, location.

Rushmore 30
By using the right management company and protecting your position in the management contract, you can create the maximum possible value for your hotel.

CALENDAR 24
EQUIPMENT AT WORK 84
VENDOR NEWS 87
USEFUL LITERATURE 88
PRODUCTS 90
CLASSIFIED ADS 109
AD INDEX 114
BUSINESS STAFF 114

COVER: Six of the 28 men and women selected as the magazine's Rising Stars of 1984, see story on page 38. Design by Paul Malanij.

THE PEOPLE FACTOR

1984 Lodging Salary Outlook

Lodging Hospitality's first salary survey of management positions in the lodging industry comes at a time of perhaps the greatest national economic resurgence since World War II. As lodging occupancies finally start to move upwards, lodging personnel in all positions look for a corresponding rise in their incomes.

According to the Conference Board, salaried employees across the United Sates should anticipate average pay increases of approximately 6.5 percent both this year and in 1985. The Board conducted a broad-based survey of 956 major U.S. companies. "The size of average wage increases for salaried employees continues to fall from inflation-driven levels earlier in this decade when increases shrank from about 12 percent in 1980 to barely seven percent in 1983," observes Conference Board compensation specialist Harland Fox. "Estimates for 1985 suggest that this pattern will continue in 1985."

Lodging Hospitality sent questionnaires to 2,000 properties on the magazine's circulation list. The survey's most useful responses comprised four job categories: general managers, assistant/resident managers, sa es and marketing directors and food and beverage directors.

Thirty-six percent of the general managers who responded to the questionnaire expect to make more than $40,000 this year, with the majority of those working in 100-299-room properties and resort properties.

Sixty-six percent of the assistant/resident managers answering the survey project a 1984 salary of under $23,000, with the majority of those respondents also employed in 100-299-room properties and resorts.

Also expecting to draw a salary under $23,000 this year are 38-percent of the sales/marketing directors, with the majority of those respondees in center city and 100-299-room properties.

Finally, 50-percent of the food and beverage directors who responded expect to make $23,000 or less this year, while 29-percent project a salary in the range of $28,000-$39,999. (See the charts for a more detailed breakdown of the survey findings.)

In a recent nationwide forecast survey conducted by Roth Young Personnel Service, Inc., professional level hiring in the U.S. hospitality industry is seen to increase by an average 15.9 percent above '83 levels during 1984 to re-fortify recession-thinned staffs.

And according to Roth Young President David Roth, overall 1984 hospitality salary increases will be moderate, reflecting the anticipeted relatively low inflationary increases during '84. According to the survey, the lodging industry will show strongest demand for chefs, food and beverage directors, general managers and restaurant managers. Survey responses were elicited from more than 650 employers of every size and some 2,300 job candidates.

ROTH YOUNG 1984 U.S. HOSPITALITY INDUSTRY SALARY OUTLOOK

	Projected U.S. 1984 Mid-Quartile* Salaries
Vice President/Operations	$55,500-$66,490
General Manager	$43,500-$52,100
Marketing/Advertising Director	$41,860-$50,140
Construction Director	$39,580-$47,400
Personnel Director	$32,480-$38,900
Conference Manager	$28,890-$34,600
**Executive Chef	$33,210-$49,780
Food & Beverage Director	$32,480-$38,900
Controller	$28,390-$34,000
Purchasing Manager	$26,750-$30,840
Pastry Chef	$24,470-$27,320
Assistant Manager	$22,290-$26,700
Restaurant Manager	$21,380-$25,600
Executive Housekeeper	$20,970-$22,720

**Note: Executive Chefs at the nation's most exclusive hotels, country clubs and resorts can earn salaries rising into the six figure range.

Source: Roth Young 1984 U.S. Salary Outlook Survey

(*Median 25% of all U.S. salaries)

SALARY DISTRIBUTION FOR GENERAL MANAGERS

TOTAL	Estimated 1984 Salary	Size of Property (Number of rooms)				Type of Property				
		25-49	50-99	100-299	Over 300	Center City	Resort	Suburban	Highway	Airport
25%	Under $23,000	3%	10%	9%	3%	6%	7%	1%	11%	*
16%	$23,000-$27,999	3%	5%	3%	*	1%	7%	4%	3%	1%
23%	$28,000-$39,999	*	6%	12%	3%	9%	3%	4%	6%	1%
36%	$40,000 and Over	1%	1%	24%	10%	6%	16%	6%	4%	*
100%										

*Insufficient data

SALARY DISTRIBUTION FOR ASSISTANT/RESIDENT MANAGERS

TOTAL	Estimated 1984 Salary	Size of Property (Number of rooms)				Type of Property				
		25-49	50-99	100-299	Over 300	Center City	Resort	Suburban	Highway	Airport
66%	Under $23,000	*	20%	40%	6%	20%	27%	6%	7%	6%
7%	$23,000-$27,999	*	7%	*	*	*	*	*	7%	*
20%	$28,000-$39,999	*	13%	*	7%	*	7%	7%	6%	*
7%	$40,000 and Over	*	*	*	7%	*	*	*	*	7%
100%										

*Insufficient data

SALARY DISTRIBUTION FOR SALES/MARKETING DIRECTORS

TOTAL	Estimated 1984 Salary	Size of Property (Number of rooms) 25-49	50-99	100-299	Over 300	Type of Property Center City	Resort	Suburban	Highway	Airport
38%	Under $23,000	•	6%	29%	3%	17%	9%	3%	9%	•
21%	$23,000-$27,999	•	•	9%	15%	9%	6%	•	3%	3%
29%	$28,000-$39,999	•	•	23%	6%	6%	9%	6%	3%	3%
12%	$40,000 and Over	•	•	•	12%	•	•	9%	•	3%
100%										

SALARY DISTRIBUTION FOR FOOD & BEVERAGE DIRECTORS

TOTAL	Estimated 1984 Salary	Size of Property (Number of rooms) 25-49	50-99	100-299	Over 300	Type of Property Center City	Resort	Suburban	Highway	Airport
50%	Under $23,000	•	•	29%	21%	14%	22%	•	•	14%
14%	$23,000-$27,999	•	•	7%	7%	•	•	•	7%	14%
29%	$28,000-$39,999	•	•	15%	14%	7%	15%	7%	•	•
7%	$40,000 and Over	•	•	•	7%	7%	•	•	•	•
100%										